

Searching from
Within:

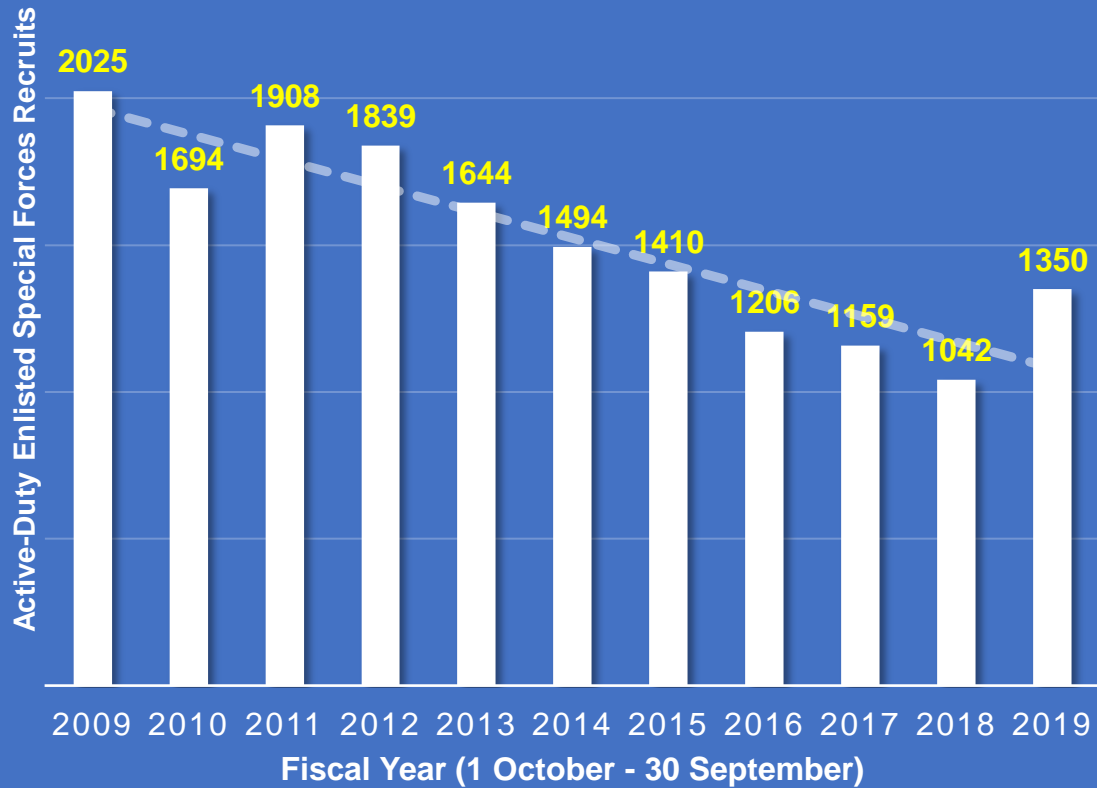
**The Challenge of
Intraorganizational
Recruitment in
Specialized Units**

Mike Mourouzis
14 May 2020

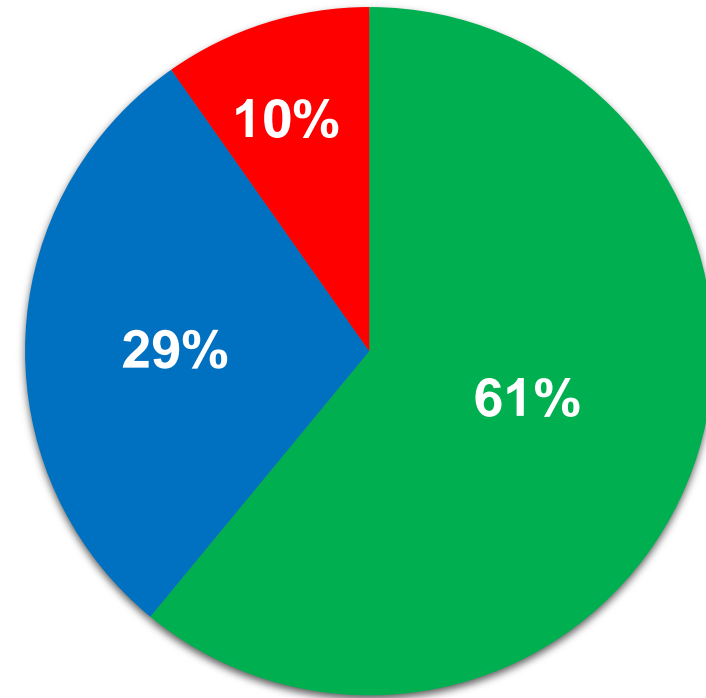


The Problem

GREEN BERET ENLISTED RECRUITS



Enlisted “Operators” in USSOCOM



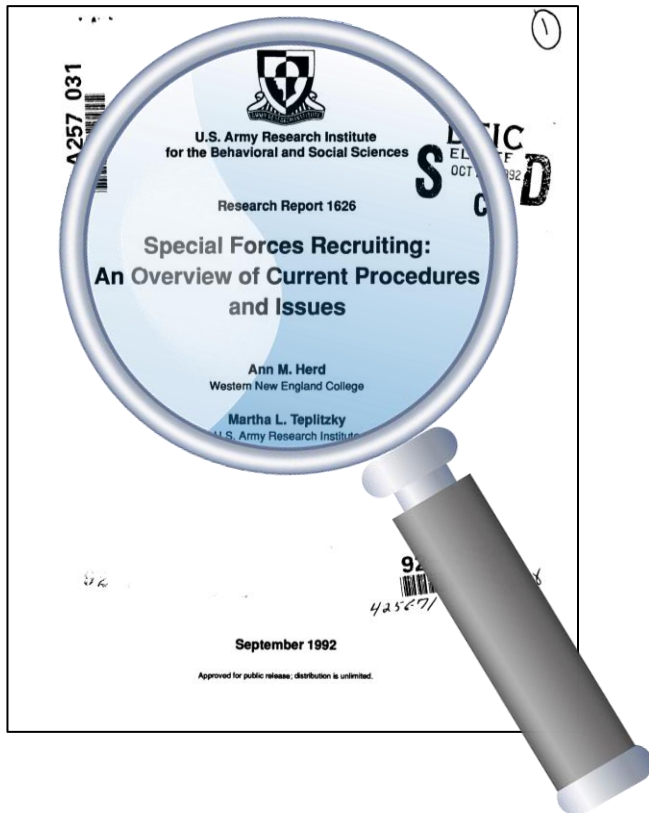
■ Green Berets ■ Navy SEALs ■ Marine Raiders

Scope

- **Beyond the scope of my research:**
 - **Recruiters**
 - **Special Forces Training**
 - **Size of Special Forces**
- **Focused only on generating more active-duty enlisted recruits**

Research Design

Academic Literature



2017 Survey Reexamination



Similar Organizations



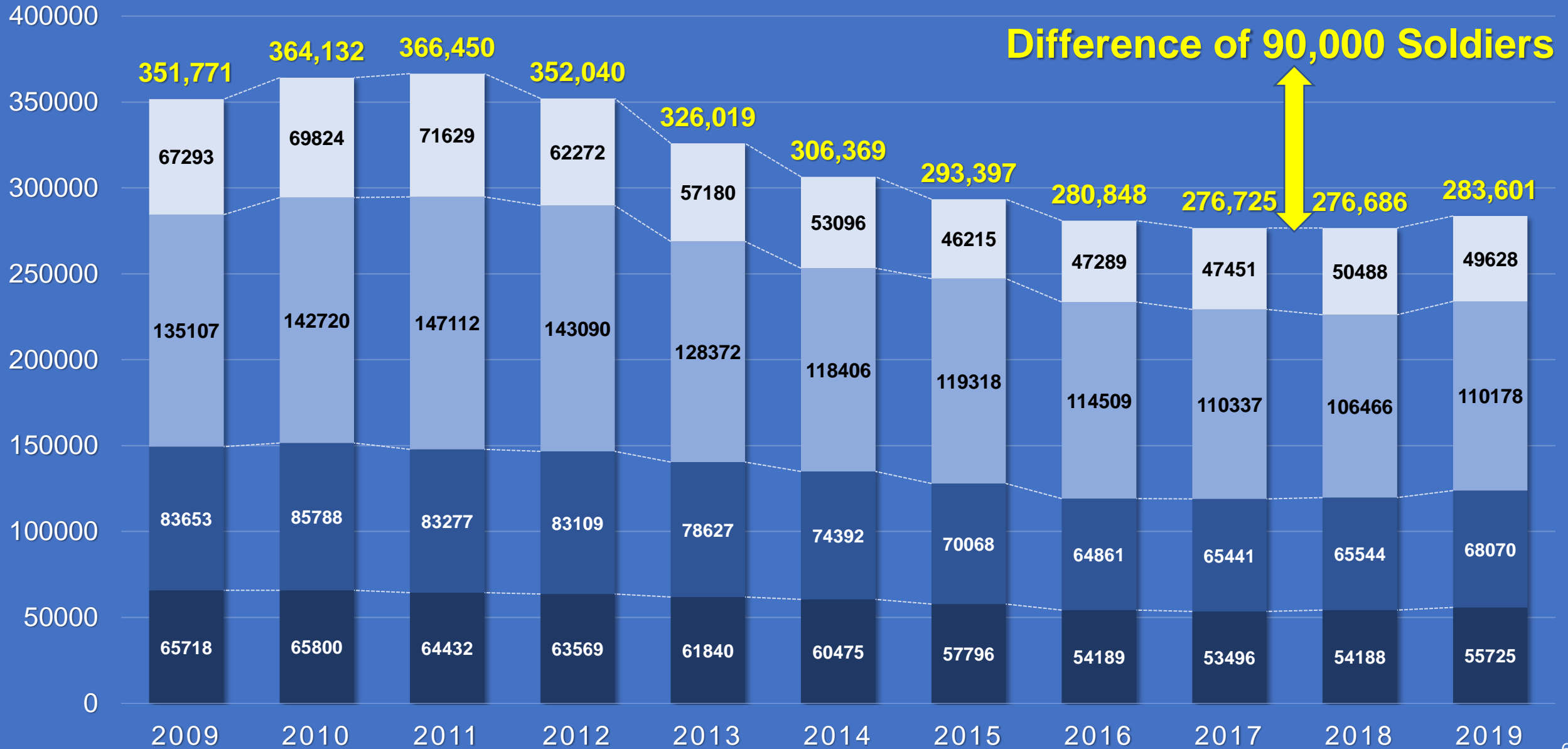
Army Special Forces / Green Berets

- **WWII lineage**
- **Established 1952, Army branch 1987**
- **Specially trained and educated**
- **Small teams**
- **More senior, mature, and experienced**
- **Indigenous approach, Special Warfare emphasis**



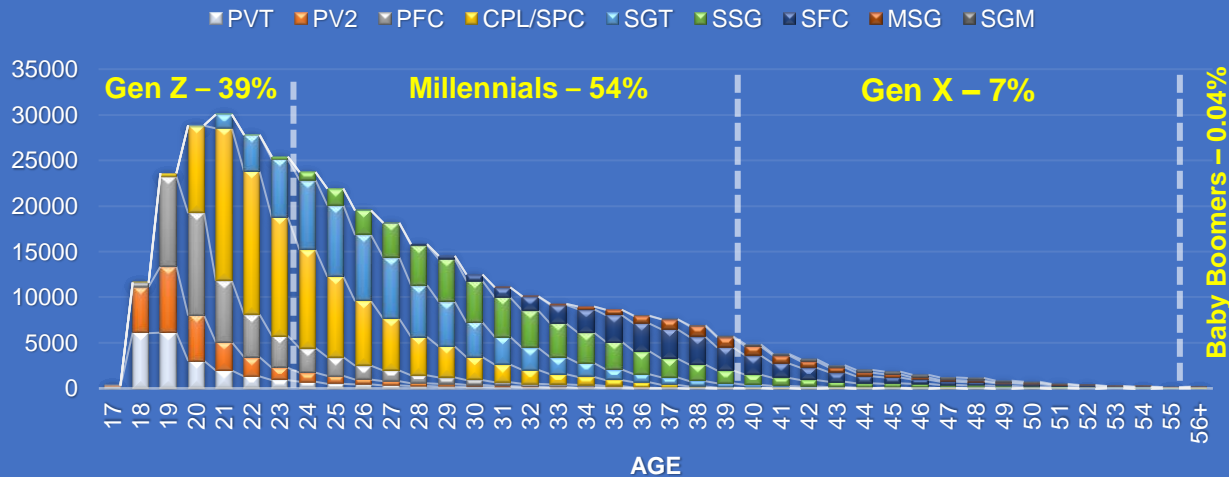
ACTIVE-DUTY ENLISTED ARMY SOLDIERS (PFC - SSG)

Staff Sergeant
 Sergeant
 Corporal/Specialist
 Private First Class

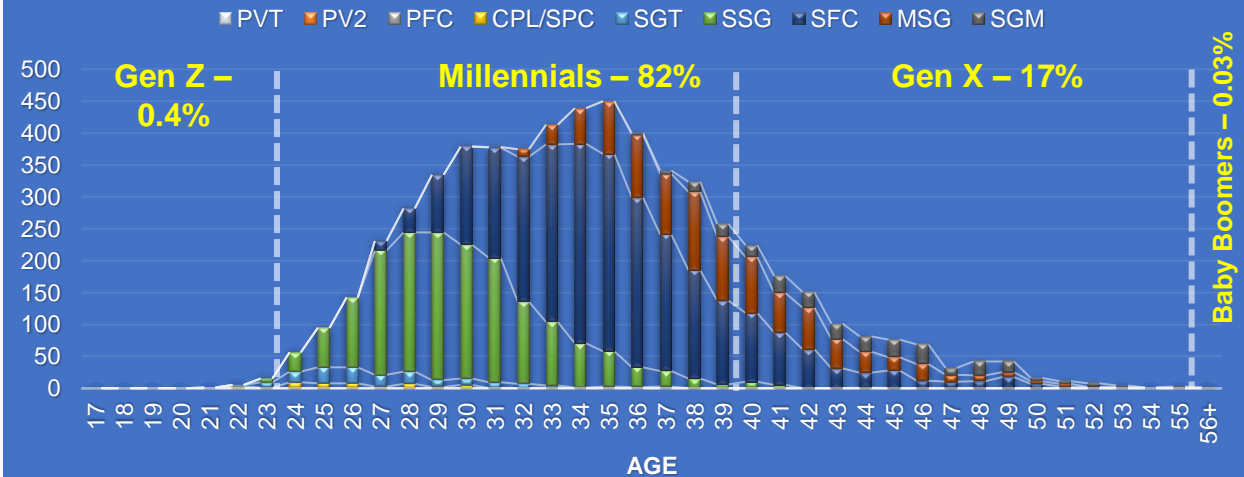


Recruit Demographics

ENLISTED ARMY POPULATION BY AGE/RANK/GENERATION



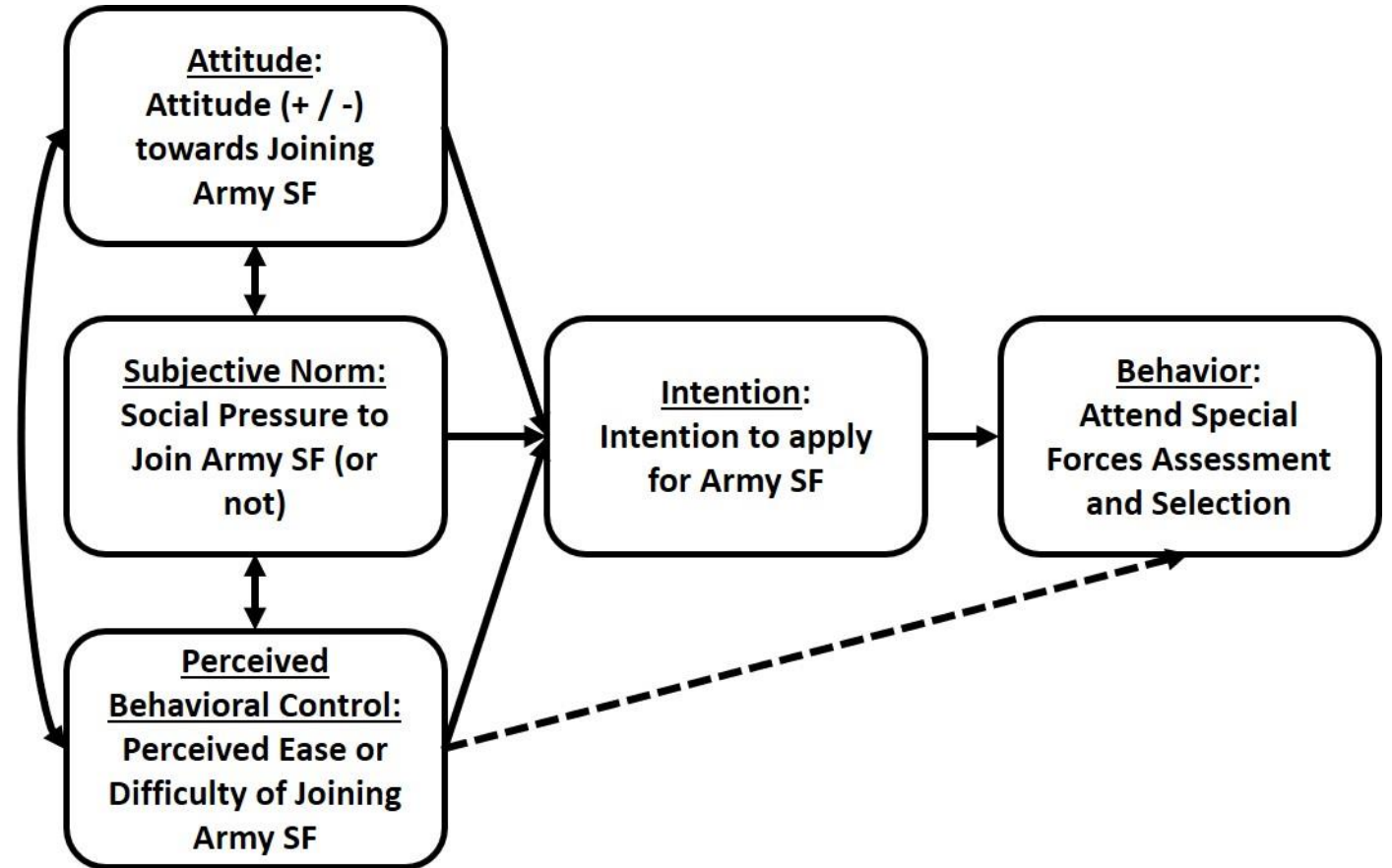
ENLISTED SPECIAL FORCES POPULATION BY AGE/RANK/GENERATION



<u>Enlisted Active-Duty Army</u>	<u>2009</u>	<u>2019</u>	<u>Change</u>
Caucasian	61%	52%	-9%
African-American	21%	23%	+2%
Hispanic	12%	18%	+6%
Asian	4%	5%	+1%
Other	2%	2%	-

Recruit Intention

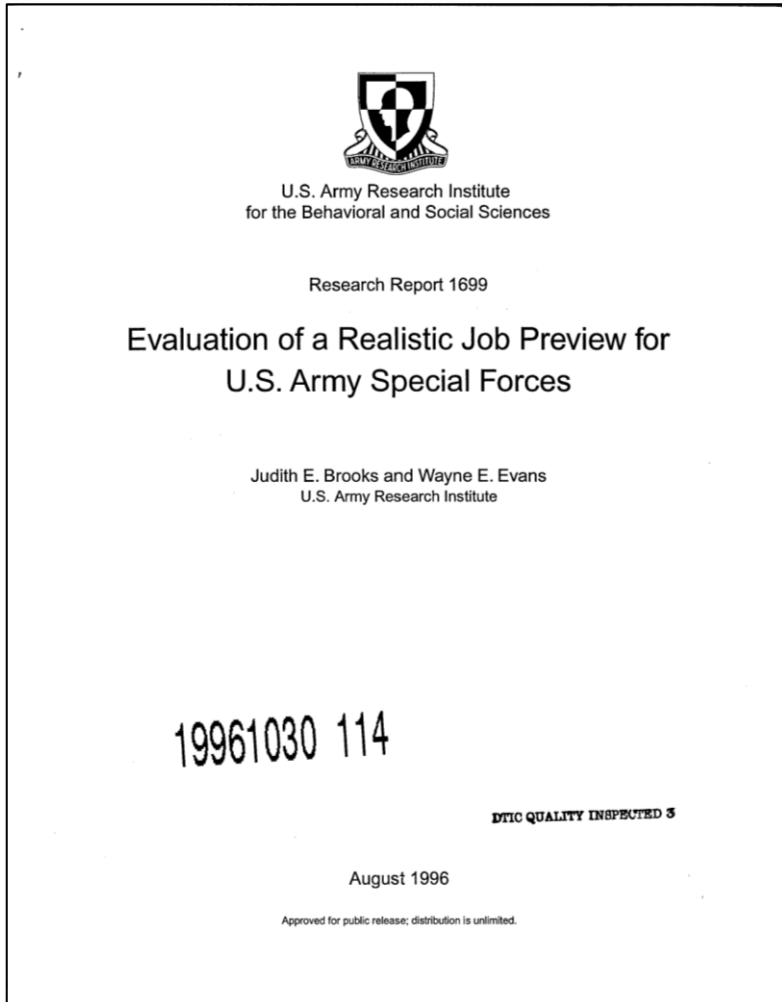
1. Attitude
2. Subjective Norm
3. Perceived Behavioral Control



Theory of Planned Behavior (Icek Ajzen, 1991)

Attitudes - Realistic Job Preview

Positive and Negative Information



Higher Organizational Credibility

Improved Organizational Honesty

Lower Organizational Attraction

Better Organizational Retention

Higher Job Satisfaction

Attitudes - Publicity

The New York Times

Pentagon Ends Review of Deadly Niger Ambush, Again Blaming Junior Officers



How the Ambush of U.S. Soldiers in Niger Unfolded

One of the... analyzed th

The 'mind-blowing' story of the ex-Green Beret who tried to oust Venezuela's Maduro

Jordan Goudreau once pushed a plan to protect U.S. schools. Then he moved on to a more daring pursuit, which also didn't end well.



Adam Goldman  @adamgoldmanNYT


Two Army Green Berets plead guilty in plot to smuggle 90 pounds of cocaine from Colombia armytimes.com/news/your-army...




Two Army Green Berets plead guilty in plot t...
The two Green Berets had planned to smuggle 90 pounds of cocaine — about \$1 million worth — on a military transport plane from Colombia to armytimes.com

63 10:46 AM - Jan 5, 2019

91 people are talking about this

The Intercept

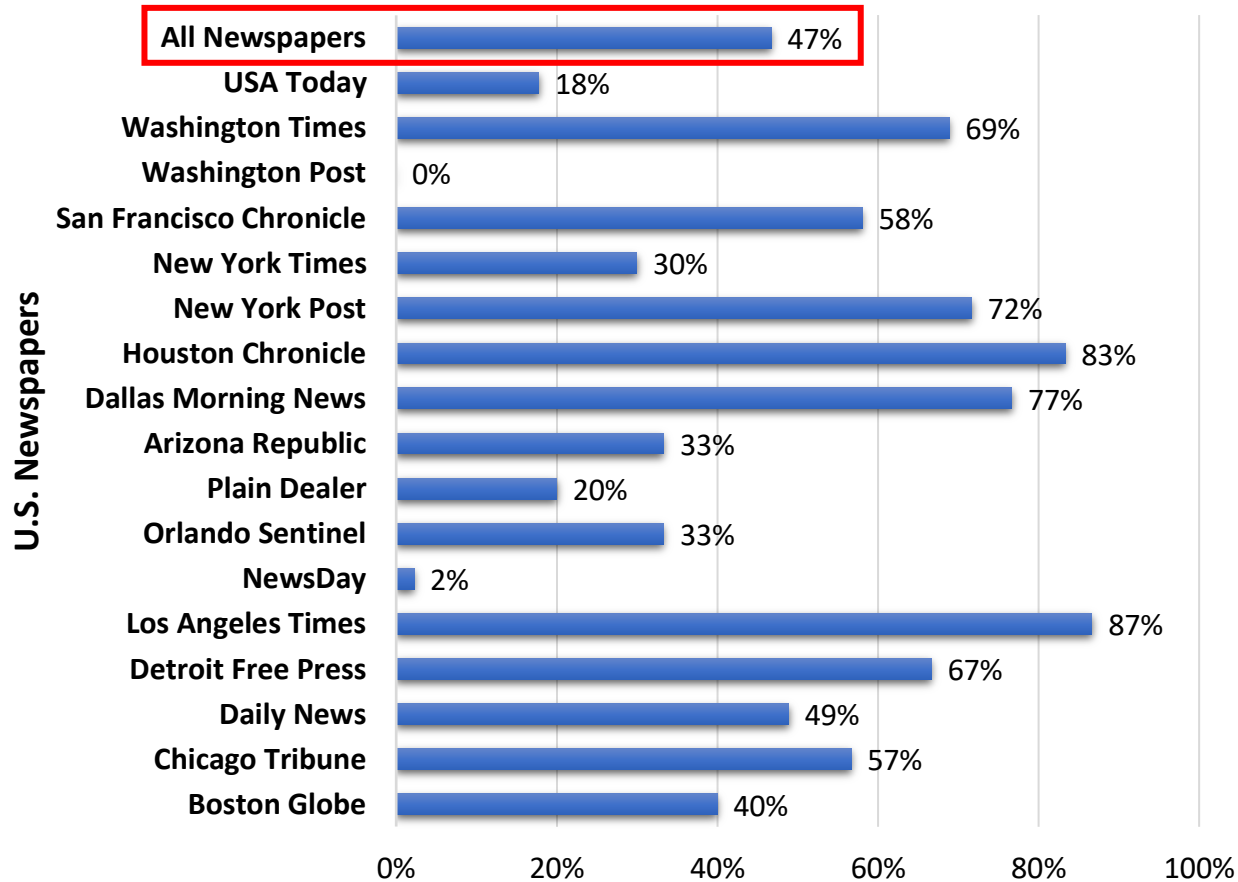
DOCUMENTS: GREEN BERET WHO SOUGHT JOB AT CIA CONFESSED TO MURDER

Don Deereaux, Jeremy Schull



Attitudes - Confusion

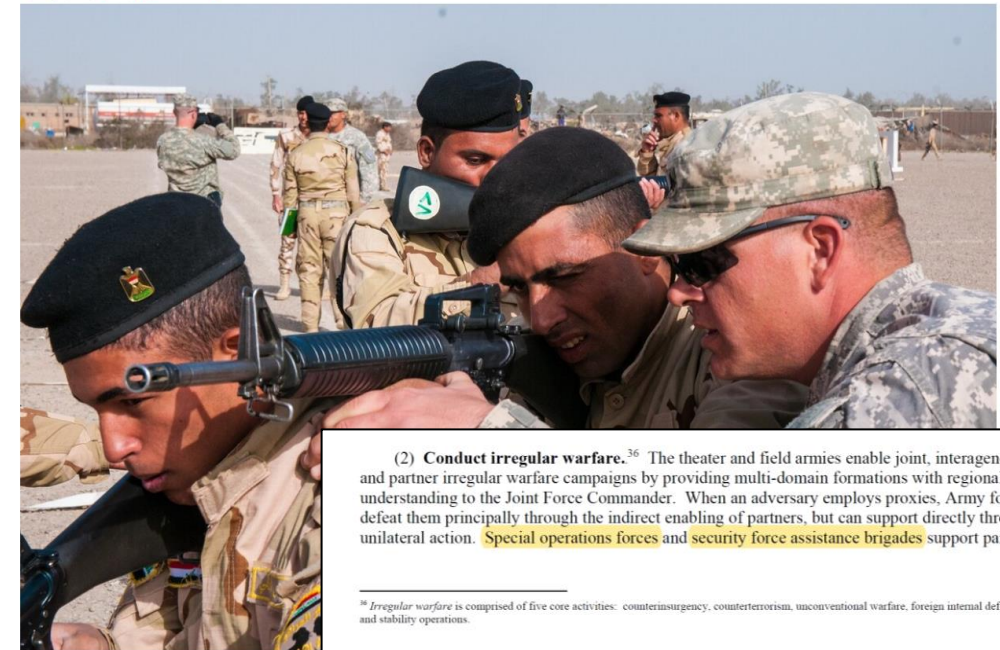
Misuse of the Term "Special Forces" in 255 U.S. Newspaper Articles



Army chief: SFABs will do a completely different job than Special Forces

Meghann Myers

October 31, 2017



(2) **Conduct irregular warfare.**³⁶ The theater and field armies enable joint, interagency, and partner irregular warfare campaigns by providing multi-domain formations with regional understanding to the Joint Force Commander. When an adversary employs proxies, Army forces defeat them principally through the indirect enabling of partners, but can support directly through unilateral action. **Special operations forces and security force assistance brigades support partner**

³⁶ Irregular warfare is comprised of five core activities: counterinsurgency, counterterrorism, unconventional warfare, foreign internal defense, and stability operations.

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TRADOC Pamphlet 525-3-1

irregular warfare efforts both by building enduring partner capacity and by enabling them with advisors and capabilities.

Subjective Norms

Social pressure of Important Person or Group of People



**Spouse /
Significant Other**



Mentor



Family, Children



Peers, Friends

Word-of-Mouth

Referrals

Perceived Behavioral Control

- **Support from chain of command to volunteer**
- **Fitness preparation**



Survey Analysis

- Awareness Matters
- **Top Motivation - Serving with others who want to be there and want to perform**
- Top Barrier - Hardship on the family and home life and loss of normal family life
- Spouse/Significant Other most important Influencer
- **Current/Former SOF mentor very influential for Recruits and Graduates**
- **More Recruits and Graduates knew a current Green Beret**

Similar Organizations

Smokejumpers



**FBI Hostage
Rescue Team**



Marine Raiders

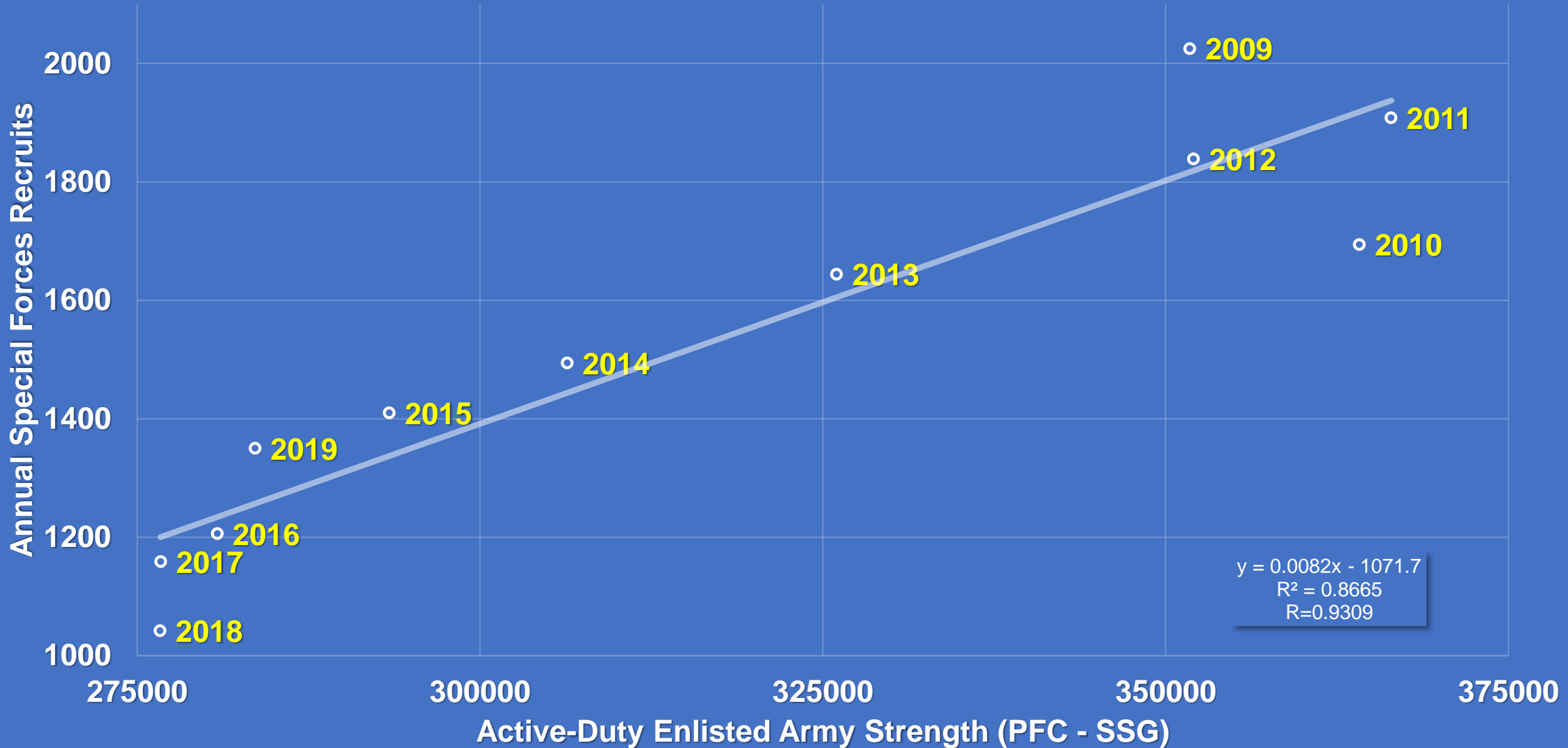


RECOMMENDATIONS

Expand the Recruit Labor Market

- **Removing GT minimum cutoff score**
- **Establish Special Forces ASVAB composite score**
- **Develop new, easy to use screening tool**
- **Recruit former military service members**
- **DoD Issuance to simplify inter-service transfer**

ACTIVE-DUTY ENLISTED ARMY SIZE VERSUS NUMBER OF SPECIAL FORCES RECRUITS (2009-2019)



Recognize Recruit Demographics

- **Mobile phone app**
- **Realistic Job Preview product**
- **Establish a Minority Advisory Group**

Increase Positive Attitudes

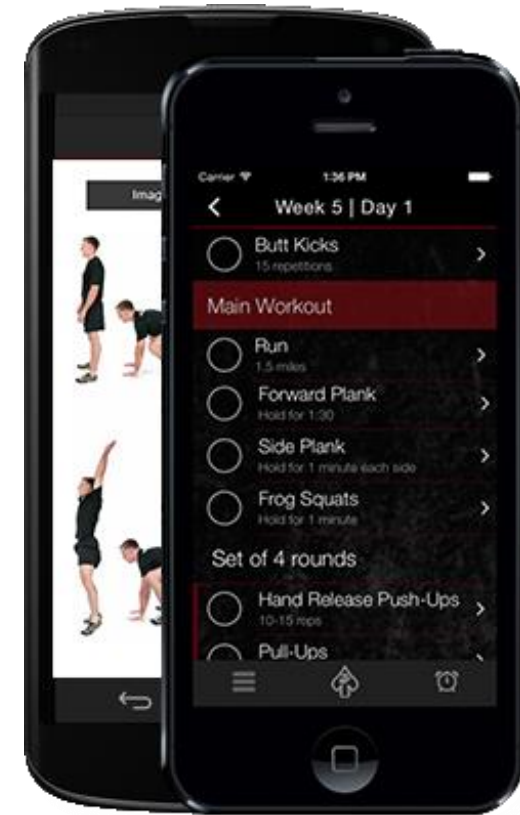
- **Prioritize message – Serving with other volunteers that want to be there and want to perform**
- **Incentives**
- **Increase Publicity Campaigns**
- **Advisory Panel for SF in Entertainment Industry**
- **Correct Misuse of the name “Special Forces”**
- **Embrace the SFAB**

Power of Subjective Norms

- **Informing Spouses/Significant Others**
- **Special Forces Mentorship Program**
- **Special Forces Fellowship Program**
- **Assignments outside of Special Forces**
- **Referral System**

Improve Perceived Control

- **Improving Preparation - Mobile fitness app**
- **Improving unit leader support**



Marine Raider Fitness App

Counterarguments

- **Requires additional resources**
- **Perception of changing/lowering standards**
- **Already doing some recommendations**
- **Lack of internal support from Green Berets**

Future Research

- **Optimal size of Army Special Forces**
- **Funding from USSOCOM (training vs. recruiting)**
- **Overreliance on artificial intelligence in recruiting**

QUESTIONS